

*Public Relations*  
(2)

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15 AUG 1974

Executive Registry  
74-455714

The Honorable Robert D. Murphy  
Chairman of the Board  
Corning International Corporation  
717 Fifth Avenue  
New York, N.Y., 10022

Dear Ambassador Murphy:

Thank you for your letter of August 8, 1974, outlining the Commission's approach to its study on the role of intelligence in the formulation and execution of foreign policy. The letter sets forth very clearly the basic ground rules for relations between the Commission and the intelligence community.

We have already begun to work with members of the Commission staff here in Washington to assist them in beginning their studies. I will be looking to my Intelligence Community Staff to ensure that the process is carried out smoothly, and I, of course, will be personally following developments.

I will be happy to be of assistance to you and the Commission as your work progresses.

Sincerely,

*VsZ Bill*

W. E. Colby

15 AUG 1974

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15 AUG 1974

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COMMISSION ON THE ORGANIZATION OF THE GOVERNMENT  
FOR THE CONDUCT OF FOREIGN POLICY

2025 M STREET, N.W.  
WASHINGTON, D.C. 20506

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(2)

August 8, 1974

The Honorable William E. Colby  
Director  
Central Intelligence Agency  
Washington, D. C. 20505

Dear Bill:

As the Commission on the Organization of the Government for the Conduct of Foreign Policy moves from the briefing phase to the phase of study in depth of some selected features, I would like to outline for you our approach in the area of intelligence. Intelligence obviously plays a major role in the formulation and execution of foreign policy. We would like to identify that role clearly and look at various ways intelligence could make an even better contribution to foreign policy deliberations. This will require us to be aware of some of the organizational aspects of the intelligence relationship to foreign policy and to assess the ways in which intelligence contributes to foreign policy, from the raw report to the finished estimate. We must also cover the degree of success our intelligence has and can hope to have in accurately reporting events abroad and projecting their likely future directions. I think we must include a review of the political costs involved in intelligence operations where they do cause problems for foreign policy. As a related but somewhat separable issue, we will need to identify the role in our foreign policy of what is called covert action and come to some judgments on its desirability, extent and decision-making process.

On the other hand, I do not view the Commission's function as reviewing and making recommendations on the organization of our intelligence services and community, its budgets, personnel strengths, etc., or the details of its operations and procedures. The Commission will not be conducting an investigation of the organization of intelligence itself, but, rather, the role of intelligence as it affects the conduct of our foreign policy. In order to make informed judgments on the latter, of course, we must be aware of some of these matters as necessary background, but I want to assure you that the thrust of our work will be in the latter category. I share what I know is your great concern about the necessity to protect the sensitive operational aspects of the intelligence effort. We will conduct our inquiry and maintain our records so as not to expose such matters.

As you know, we have consulted a number of experts to help the Commission draw up a Study Plan, and I enclose a copy of their suggestions for your information. The plan would operate under the close supervision of our Executive Director Francis Wilcox and his Deputy Fisher Howe. It will be

The Honorable William E. Colby

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will  
noted that Mr. William J. Barnds/draw up Paper #1 and #2 on "Intelligence Functions and Policy Making in the Institutional Context"; Mr. Clinton W. Kelly III, Paper #3 on "Innovation in Intelligence Production", and William R. Harris, Paper #4, on "Authority for the Conduct and Management of Foreign Intelligence".

As you will note from the enclosure, there will be an "all source" study project under Intelligence Project Director Mr. Kent Crane, which will include analysis of past studies and reports on the intelligence community. He and others will be discussing with you the specifics of these studies and be sure that appropriate clearances are obtained and other arrangements made.

The Commission is most grateful for your cooperation and encouragement in the initial phase of our work.

With warm regards

Yours sincerely,

*Robert Murphy*

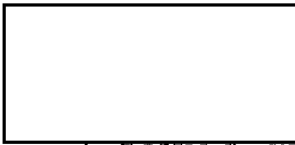
Robert Murphy  
Chairman

RM:lb  
Enclosures

8. Page 31 -- The statement that the product often matches the work done at better universities and research establishments is simply nonsense.

9. Page 34 -- I have some trouble with Barnds' statement that collection is to some degree an opportunistic affair with an element of luck involved, but maybe others would have a better view on this.

10. I have a great deal of trouble in discerning any value that this study would have to the Murphy Commission. It might be graded excellent if produced in high school, but surely would get no more than fair if done at the undergraduate level.



JOHN S. WARNER  
General Counsel

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